

PRIORITY 2: RESPONSIVE, ACCOUNTABLE AND COST EFFECTIVE GOVERNMENT
Goal 1 - Provide Excellent Customer Service

ITEM LEAD	IMPLEMENTATION STRATEGIES	FISCAL YEARS				
		2000- 01	2001- 02	2002- 03	2003- 04	2004- 05
1-TM	Resolve complaints quickly.	✓	✓	✓	✓	✓
	<p><i>STATUS: 01 - Staff currently strives to meet this strategy and will continue to respond to complaints as quickly as possible. There will be an enhanced emphasis on Customer Service training (see #2 below).</i></p> <p><i>02 - Ongoing effort.</i></p> <p><i>03 - Ongoing effort. Through the IT Master Plan, exploring opportunities to track customer requests/complaints.</i></p>					
2-HR	Conduct customer service training.	✓	✓	✓	✓	✓
	<p><i>STATUS: 01 - Seventy-two employees participated in a four-hour Customer Service training in September 2000. Additional department training will include enhanced emphasis on customer service.</i></p> <p><i>02 - Training regarding effective communication conducted on multiple occasions in multiple settings. Recognition of outstanding customer service continuously emphasized at all-employee meetings.</i></p> <p><i>03 - Additional training opportunities that will enhance customer service orientation will be developed and implemented.</i></p>					

ITEM LEAD	IMPLEMENTATION STRATEGIES	FISCAL YEARS				
		2000- 01	2001- 02	2002- 03	2003- 04	2004- 05
3-TM	Solicit customer feedback regarding Town Services.	✓	✓	✓	✓	✓
	<p><i>STATUS: 01 - This is an ongoing activity.</i></p> <p><i>02 - Three service-related surveys will be conducted in 02-03; the Human Services Needs Assessment survey, required by the Town's General Plan, will focus on the need for additional services, the community input assessment associated with the Civic Center/Library Strategic Master Plan, and a Community Needs Assessment associated with the Cable System Franchise renewal process. Customer satisfaction feedback solicited on an ongoing basis.</i></p> <p><i>03 - Civic Center and Cable System surveys completed. Human Needs survey under discussion. Customer feedback related to specific services ongoing, with additional services to be included in 03-04. Customer feedback solicited through the Town's Vista Newsletter and Internet on an ongoing basis. Townwide community satisfaction survey to be considered for 03-04.</i></p>					
4-TA	Continue to use mediation/conflict resolution services.	✓	✓	✓	✓	✓
	<p><i>STATUS: 01 - Referrals to outside services provided.</i></p> <p><i>02 - No change.</i></p> <p><i>03 - No change.</i></p>					

PRIORITY 2: RESPONSIVE, ACCOUNTABLE AND COST EFFECTIVE GOVERNMENT
Goal 2 - Maintain Accessibility of Town Elected Officials and Staff to the Community

ITEM LEAD	IMPLEMENTATION STRATEGIES	FISCAL YEARS				
		2000- 01	2001- 02	2002- 03	2003- 04	2004- 05
1-TM	Broadcast Council meetings on Cable TV .		✓	✓	✓	✓
	STATUS: 01 - Work plan is being established in concert with KCAT with a specific target date. 02 - Additional assessments have been completed and presented to Council regarding total project costs, which include the exploration of optional systems. Staff to work with KCAT to determine if a basic system can be installed and incrementally upgraded. Staff to update Council in February 2002. 03 - Implementation of video production system and new audio system complete Broadcast of Town Council meetings planned for early 2003.					
2-TM	Increase information about and access to Town services on the Internet .	✓	✓	✓	✓	✓
	STATUS: 01 - Striving to meet this strategy. MIS needs will be reviewed. 02 - Town has updated its website to include information on emergency preparedness and energy conservation tips, September 11, 2001, Leadership LG applications, Megan's Law, updated Commissioner Handbook, recycling, CIP projects, a "What's New" page, Town Council agendas, Planning Commission agendas, and senior activities. 03 – The IT Master Plan will identify additional opportunities for providing information and documents on the Town's Web site. The Police Department is redesigning the look and function of the Police Department page connected with the Town's site.					
3-TM	Provide an electronic forum on the Internet to receive input from the public on issues being considered by the Town Council.		✓			
	STATUS: 01 - This improvement to the Website will be evaluated in 2001. 02 - Will be considered with Information Technology Master Plan development in 02-03. 03 - No change.					

ITEM LEAD	IMPLEMENTATION STRATEGIES	FISCAL YEARS				
		2000- 01	2001- 02	2002- 03	2003- 04	2004- 05
4-TM	Develop and maintain connections with the community.	✓	✓	✓	✓	✓
	STATUS: 01 - Ongoing. 02 - No change. 03 - Participating in community associations, service clubs, non-profit organizations, school districts, business associations, and community events on an ongoing basis. Continue to participate in Leadership Los Gatos and to engage Volunteers in Town events and service delivery.					
5-FIN	Inform community about the Town's budget.	✓	✓	✓	✓	✓
	STATUS: 01 - Copies of the Town budget are provided to all Departments, available for the public in the Town Clerk's office, Chamber of Commerce, the Library and on the Town's Website. 02 - A "citizen friendly" budget will be developed as a part of the fiscal year 02-03 work plan. 03 - Implementation of a "citizen friendly" budget brochure is planned for fiscal year 03-04. Articles about the Town's budget included in the Vista Newsletter.					
6-TM	Seek public relations and communication improvements to enhance access to staff and Town Council.	✓	✓	✓	✓	✓
	STATUS: 01 - Information on access to Town telephone numbers is published in the Los Gatos Weekly, the Town newsletter, the Town Website and available in the Town Clerk's Office. Future enhancements would require additional analysis. 02 - No change. 03 - Will incorporate as part of community outreach efforts in 03-04.					
7-CS	Promote effective communication among Council, Commissioners, staff, and the public.	✓	✓	✓	✓	✓
	STATUS: 03 - A Council/Commission Retreat is held each April. Members of each Town Commission are invited to attend. After the Retreat, staff prepares a matrix of follow-up actions, which is updated periodically throughout the following year.					

ITEM LEAD	IMPLEMENTATION STRATEGIES	FISCAL YEARS				
		2000- 01	2001- 02	2002- 03	2003- 04	2004- 05
8-CS	Provide training and resources for Commissioners and staff.	✓	✓	✓	✓	✓
<p><i>STATUS: 03 - In addition to the annual Council/Commission Retreat, Commissioners participated in a series of training workshops this year, focused on the topic of effective communication. Members of each Town Commission were invited to attend, as were their support staff from the Town. Workshop participants learned to apply skills of strategic planning, meeting design, and facilitation, through discussion of created and real-life scenarios. Training needs of each Commission are assessed annually.</i></p>						

PRIORITY 2: RESPONSIVE, ACCOUNTABLE AND COST EFFECTIVE GOVERNMENT
Goal 3 - Achieve the Highest Possible Productivity

ITEM LEAD	IMPLEMENTATION STRATEGIES	FISCAL YEARS				
		2000- 01	2001- 02	2002- 03	2003- 04	2004- 05
1-TM	Implement efficiency improvements in processes and procedures.	✓	✓	✓	✓	✓
	STATUS: 01 - Staff is currently striving to achieve this strategy. Targeted emphasis over next 12 months including training on tools and techniques of continuous improvement. 02 - Remains a priority. 03 - Work plan includes improving Request for Proposal and contracting procedures. IT Master Plan will identify opportunities for using technology to enhance efficiency.					
2-PD	Conduct at least one tabletop training exercise of the Town's Emergency Operations Plan.	✓		✓		✓
	STATUS: 01 - Three training sessions have been provided to the Town's EOC staff culminating in a county-wide disaster simulation and tabletop exercise. 02 - Two training sessions have been provided to the Town's EOC staff. A complete tabletop exercise, in coordination with Santa Clara County's EOC simulation of a terrorist attack, was also provided. Plans have also been developed to provide Town Council training in the Spring of 2002-2003. 03 - Staff will provide Town Council training in the Spring of 2003-2004. Staff will also continue to coordinate training sessions in conjunction with scheduled County wide exercises.					

ITEM LEAD	IMPLEMENTATION STRATEGIES	FISCAL YEARS				
		2000- 01	2001- 02	2002- 03	2003- 04	2004- 05
3-CS	Manage volunteer programs effectively.	✓	✓	✓	✓	✓
	<p><i>STATUS: 01 - There are approximately 750 volunteers (including commissioners) providing over 11,000 of volunteer hours to the Town annually. The Volunteer Program provides budgetary savings, cooperation between the Town government and the community, and the ability to provide a higher level of service to the community. A Volunteer Coordinator was hired January 2001 to expand and enhance the program.</i></p> <p><i>02 - The Volunteer Program has continued to grow both in the number of volunteers and hours volunteered. Over 800 volunteers have served on Town Commissions, donated time in Town Departments, participated in Volunteers in Policing, and worked on community projects such as the Los Gatos Celebrates the Fourth of July and the Los Gatos Film Festival. These active community members help the Town provide enhanced services to our citizens and promote civic and community pride.</i></p> <p><i>03 - The Town's Volunteer Program continues to play a vital part in the provision of enhanced services to Town residents. This year, 60 volunteers helped to complete the Main Street Bridge Mural, and 66 volunteers donated 524 hours for the Plaza Park Celebration.</i></p>					
4-TM	Implement technology improvements to enhance efficiencies and services to community.	✓	✓	✓	✓	✓
	<p><i>STATUS: 01 - Staff is currently striving to achieve this strategy. MIS capabilities need review.</i></p> <p><i>02 - Information Technology Master Plan development will consider this strategy during 02-03.</i></p> <p><i>03 - Included as goal in IT Master Plan, and will be considered in prioritizing projects.</i></p>					
5-TM	Provide training for staff on the effective use of Town automated systems.	✓	✓	✓	✓	✓
	<p><i>STATUS: 01 - Staff is currently striving to achieve this strategy. Training plan needed.</i></p> <p><i>02 - Training plan development underway.</i></p> <p><i>03 - Incorporated as goal in IT Master Plan.</i></p>					

ITEM LEAD	IMPLEMENTATION STRATEGIES	FISCAL YEARS				
		2000- 01	2001- 02	2002- 03	2003- 04	2004- 05
6-TM	Automate Documents Management.		✓	✓		
	<p><i>STATUS: 01 - The Town Clerk's Office upgraded to the latest version of "Clerks Index" for document management purposes. Several staff have performed research, attended product demonstrations, and attended seminars on Document Imaging, Document Management, and Records Management, which all may be a part of the future Electronic Document Management System (EDMS).</i></p> <p><i>02 - Staff will assess the detailed requirements of a Town EDMS installation. This strategy will also be considered during the development of an Information Technology Master Plan in 2002-03.</i></p> <p><i>03 - Included as part of IT Master Plan considerations.</i></p>					
7-PPW	Develop inventory and management systems for the Town's infrastructure.			✓	✓	✓
	<p><i>STATUS: 01 - Future work program and funding consideration.</i></p> <p><i>02 - Begin inventory process with GASB34 and Infrastructure Needs Assessment program.</i></p> <p><i>03 - In process</i></p>					
8-CD	Automate Land Use inventory.					✓
	<p><i>STATUS: 01 - Future work program and funding consideration.</i></p> <p><i>02 - Funding may be proposed in the 2002-03 Budget providing staff support is available to complete this project.</i></p> <p><i>03 - Future work program and funding consideration.</i></p>					
9-CD	Clarify development review process for public.	✓	✓	✓	✓	✓
	<p><i>STATUS: 01 - Prepared brochures covering various planning and zoning topics. Brochures will be improved and expanded on an ongoing basis.</i></p> <p><i>02 - Ongoing.</i></p> <p><i>03 - Ongoing.</i></p>					

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		2000- 01	2001- 02	2002- 03	2003- 04	2004- 05
10-TA	Conduct ABAG liability training.	✓	✓	✓	✓	✓
	STATUS: 01 - Seminar for mid-managers presented in 1999. 02 - In addition to providing recommended insurance requirements in form contract documents, working with ABAG Plan on reduction of sewer liability and defensive driving practices. 03 - Ongoing.					
11-HR	Conduct employee training on safety/workers' compensation.	✓	✓	✓	✓	✓
	STATUS: 01 - Staff is currently striving to achieve this strategy. Training plan needed. 02 - Source materials on hand, training program scheduled to be implemented in Spring, 2002. Full implementation delayed due to reevaluation of workers' compensation procedures and designated providers. 03 - Foundational training scheduled in January & March 2003, then ongoing.					
12-CD	Evaluate use of permit tracking system.		✓			
	STATUS: 01 - Additional research is needed to complete the assessment. 02 - Permit tracking system upgraded to Accela Permits' Plus in August 2001. 03 - Ongoing.					
13-HR	Update Sexual Harassment Policy and conduct Town-wide training.	✓				
	STATUS: 01 - Training tentatively scheduled for May, 2001. 02 - Policy review completed in Spring, 2002. Training was , completed in August, 2002. 03 - Annual refresher training.					
14-TM	Apply for key public service awards.	✓	✓	✓	✓	✓
	STATUS: 01 - Staff plans to pursue this and other awards in the future. 02 - No change. 03 - Plan to apply for Helen Putnam award in 03-04, and to identify other opportunities.					

PRIORITY 2: RESPONSIVE, ACCOUNTABLE AND COST EFFECTIVE GOVERNMENT
Goal 4 - Maintain the Highest Quality Personnel and Performance

ITEM LEAD	IMPLEMENTATION STRATEGIES	FISCAL YEARS				
		2000- 01	2001- 02	2002- 03	2003- 04	2004- 05
1-HR	Attract and retain quality employees.	✓	✓	✓	✓	✓
	<p><i>STATUS: 01 - Staff is currently striving to achieve this strategy. Ongoing evaluation needed.</i></p> <p><i>02 - Recruitment and selection process improved to increase department flexibility, enhance testing validation, permit submission of applications on an open-continuous basis, and provide more timely certification of eligible candidates. All positions are now posted to Town web-page, with job postings being the most sought data from the Town web site. Team approach to problem identification and resolution implemented in Parks and Public Works; 9-80 work schedule expanded to select Town operations; physical work-space improvements continued; training emphasized Town-wide.</i></p> <p><i>03 - Ongoing activity. Continuous improvement efforts will continue. Training, work-space, work-process and interpersonal relationship improvements will be pursued.</i></p>					
2-HR	Provide annual recognition event for Town employees.	✓	✓	✓	✓	✓
	<p><i>STATUS: 01 - The Annual Recognition Dinner was held August 25, 2000 at the Los Gatos Lodge.</i></p> <p><i>02 - The Annual Recognition Dinner was held August 24, 2001 at the Los Gatos Lodge. Format for the event in 2002 may include Employee of the Year.</i></p> <p><i>03 - The Annual Recognition Dinner was held September 13, 2002 at the Los Gatos Lodge.</i></p>					
3-HR	Continue employee development program.	✓	✓	✓	✓	✓
	<p><i>STATUS: 01 - Staff is currently striving to achieve this strategy. Emphasis will increase over time. Training plan needed.</i></p> <p><i>02 - Training and leadership development initiated and to be continued. Considerable training to occur in 2002-2003. Opportunities to enhance organizational structures which promote employee development shall be continuously evaluated.</i></p> <p><i>03 - Ongoing activity.</i></p>					

ITEM LEAD	IMPLEMENTATION STRATEGIES	FISCAL YEARS				
		2000- 01	2001- 02	2002- 03	2003- 04	2004- 05
4-HR	Recognize exceptional employee performance. <i>STATUS: 01 - This is an ongoing activity. Employee evaluation process needs review. 02 - No change. 03 - Ongoing activity.</i>	✓	✓	✓	✓	✓
5-HR	Develop and implement a compensation philosophy. <i>STATUS: 01 - Future work program item. 02 - Management Performance and Compensation Program under review. 03 - Future work program item.</i>	✓	✓	✓		
6-HR	Maintain enhanced employee recognition program. <i>STATUS: 01 - An employee committee will be convened in June, 2001, to review the employee recognition program and make recommendations for improvement. 02 - Four "enhanced format" all-employee meetings conducted in 2001. Town employee newsletter initiated. Review of existing service awards program in progress, with recommendations anticipated in early 2003. 03 - Ongoing activity.</i>	✓	✓	✓	✓	✓
7-TM	Develop, communicate and practice organizational values. <i>STATUS: 03 - Organizational values developed by multi-level employee groups. All departments will hold discussions with employees to validate values. Ways to put the values into practice will be identified.</i>			✓	✓	✓

PRIORITY 3: FISCAL STABILITY
Goal 1 - Maintain a Reliable Revenue Base

ITEM LEAD	IMPLEMENTATION STRATEGIES	FISCAL YEARS				
		2000- 01	2001- 02	2002- 03	2003- 04	2004- 05
1-TM	Evaluate and address Federal, State and County impacts on Town revenues and costs.	✓	✓	✓	✓	✓
	<p><i>STATUS: 01 - Ongoing in coordination with League of California Cities and Santa Clara County Cities Association (SCCCA).</i></p> <p><i>02 - The Town has become proactive in communicating with legislators on key issues and supports the League's recent Grassroots Network proposal. Town will continue to participate in legislative activities.</i></p> <p><i>03 - The Town continues to communicate with County Supervisors and State Legislators through written correspondence and informal meetings, and works with local legislative agencies, such as the SCCCA.</i></p>					
2-TM	Improve fiscal strength through economic vitality measures and long range planning.	✓	✓	✓	✓	✓
	<p><i>STATUS: 01 - Ongoing.</i></p> <p><i>02 - Economic Vitality Program adopted by Council in July 2002.</i></p> <p><i>03 - Town Manager, Redevelopment Manager, Finance and Administrative Services Manager, and Executive Team continue to make this a priority.</i></p>					
3-TM	Work with Chamber of Commerce to support and strengthen businesses.	✓	✓	✓	✓	✓
	<p><i>STATUS: 01 - General Plan Implementation Strategy (L.I.5.6., L.I.7.1., L.I.7.8).</i></p> <p><i>02 - Town has worked closely with the Chamber during the 2001 holiday season to promote events such as the Holiday Tree Lighting, Holiday Parade, Carriage Rides and a "Shop Los Gatos" Campaign. Town has recently hired an RDA Manager who has responsibility for achieving Town economic development and business outreach goals.</i></p> <p><i>03 - Town has continued its involvement with key community events that involve local businesses. Mayor and Manager continue monthly standing meeting with Chamber leadership. Implementing adopted "Economic Vitality Plan" with actions to retain and expand businesses.</i></p>					